

UNITED STATES ARMY  
INTELLIGENCE AND  
SECURITY COMMAND

HIGH PERFORMANCE TASK FORCE

REPORT

AN INSCOM BEYOND EXCELLENCE

DISCLAIMER

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MARCH, 1983

## CHAPTER THREE

### PROGRAM RECOMMENDATIONS

#### PURPOSE:

This chapter presents summaries of specific High Performance Task Force program recommendations. These recommendations are described at the initial conceptual level, and will serve as the basis for further refinement and development by commanders, staff, and CENTEX prior to implementation.

#### SEQUENCE:

Program recommendations within each of the HPTF dimensions of excellence are presented in terms of recommended levels of implementation within INSCOM. There are three basic categories for implementation levels.

#### COMMAND-WIDE IMPLEMENTATION:

The Task Force recommends that programs in this category be institutionalized throughout INSCOM. These recommendations meet several of the following general criteria in order to be proposed for this level of use:

- Apply across intelligence disciplines and INSCOM command activities.
- Are appropriate at a variety, if not all, echelons, as well as both command and staff functions.
- Have been demonstrably effective in use with other similar organizations or research efforts.
- Develop and enhance more than one dimension of organizational excellence.

#### PILOT TEST:

The Task Force recommends that these programs be evaluated in volunteer units or staff sections in terms of organizational impact and cost-effectiveness. Typically, these pilot tests will include systematic assessment of important organizational variables prior to and following the program's actual use. This will provide indications of overall effectiveness as well as identification of a program's most effective components prior to developing a package for widespread use in INSCOM. Programs recommended for INSCOM pilot testing are characterized by:

- Logical potential for significantly developing dimensions of excellence.
- Some previous successful use.
- Going a step beyond conventional emphasis in thorough development of human excellence.



The Pilot Test category also includes some programs which are currently employed in a variety of INSCOM units. The Task Force recommends that these programs be evaluated "in-place" to determine their most useful and effective features for adoption by other INSCOM activities.

SUPPLEMENTAL  
PROGRAMS:

These programs, ideas, and off-the-shelf technologies are described and recommended as available for commanders and staff to use as desired in developing excellence. This category includes programs which may:

- Be more limited in their applications in INSCOM.
- Require greater personal commitment for successful use.
- Be non-traditional or unusual.
- Be somewhat expensive.

INSCOM's CENTEX will maintain information on further supplemental programs, not included in this report, which may develop individual potential. These technologies are available to subordinate activities through coordination with CENTEX.

IMPLEMENTATION:

HIGH PERFORMANCE TASK FORCE ROLE:

- The HPTF will conclude its efforts with the presentation of these recommendations to the command. This will be done in workshops at the major subordinate commanders' conference, INSCOM Beyond Excellence I (IBEX I), 22-25 Feb 83, and the principal staff officers' conference, IBEX II, 1-4 Mar 83.
- Former members of the High Performance Task Force will return to their duty assignments with an additional mission. As a result of their participation in the HPTF, they are charged with continuing to scan for further high performance technologies for possible use in INSCOM. INSCOM HQS will support further investigations by HPTF members, whose efforts will be coordinated by CENTEX.

Center for Excellence (CENTEX) Role:

- CENTEX will continue the HPTF's momentum toward an INSCOM Beyond Excellence by serving as a focal point for INSCOM's high performance efforts. CENTEX will:
  - Monitor and implement command-wide and pilot test programs, including design and delivery of high performance training and train the trainer training.
  - Coordinate and/or provide desired supplemental programs.
  - Continue to scan and investigate further high performance technologies as well as serve as point of contact for additional information from the field.
  - Provide and coordinate INSCOM's traditional OE services.
  - Subsume the HQS OE Office, adding three professional spaces to the office.
- CENTEX personnel (initially, b6)  
can be contacted as follows:

Commander, USAINSCOM  
ATTN: IACS-OE/CENTEX  
Arlington Hall Station, VA 22212  
(202) 692-5911/6890; AV: 222

CHAPTER  
CONTENTS:

The following table depicts an overview of the HPTF recommendations in their order of presentation in this chapter. Agencies or firms in "Available From" references are simply possible sources discovered during HPTF efforts - other sources may be available for similar services.

# CHAPTER THREE ORGANIZATION

## HPTF PROGRAM RECOMMENDATIONS

DIMENSION OF EXCELLENCE	RECOMMENDED LEVEL OF IMPLEMENTATION		
	COMMAND-WIDE	PILOT TEST	SUPPLEMENTAL
<u>SUPERORDINATE GOAL</u>	-Goal Integration and Education, pg III-9		
<u>HIGH PERFORMANCE LEADERSHIP</u>	-Power Down, pg III-12  -Participative Performance Management, pg III-15	-Situational Leadership, pg III-18  -High Performance I, pg III-21  -Field Leadership Positions, pg III-23  -Junior EM Development Course, pg III-25  -L & MDC, pg III-27	-Cross Cultural Communication Course, pg III-29
<u>COHESION</u>	-Cohesion Development Model, pg III-31  -"INSCOM Today" in AIT, OBC, and OAC, pg III-36  -Centralized Tracking of INSCOM Alumni, pg III-37		



DIMENSION OF EXCELLENCE	RECOMMENDED LEVEL OF IMPLEMENTATION		
	COMMAND-WIDE	PILOT TEST	SUPPLEMENTAL
<u>COHESION</u> (con't)	<ul style="list-style-type: none"> <li>-INSCOM Historical Display, pg III-39</li> <li>-Recognition/Competition Programs, pg III-41</li> </ul>	<ul style="list-style-type: none"> <li>-Family Ombudsman, pg III-44</li> <li>-Pairing, pg III-48</li> <li>-The Human Element, pg III-51</li> </ul>	<ul style="list-style-type: none"> <li>-Support/Operational Personnel Integration, pg III-56</li> </ul>
<u>PRODUCTIVITY</u>	<ul style="list-style-type: none"> <li>-NLP/NPI, pg III-58</li> <li>-Improved Civilian Personnel Management Practices (8 recommendations), pg III-61</li> </ul>	<ul style="list-style-type: none"> <li>-High Technology Office, pg III-98</li> <li>-Total Fitness, pg III-100</li> <li>-Sleep Discipline in Continuous Operations, pg III-106</li> <li>-Quality Circles, pg III-109</li> </ul>	<ul style="list-style-type: none"> <li>-Teleconferencing, pg III-114</li> </ul>

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DIMENSION OF EXCELLENCE	RECOMMENDED LEVEL OF IMPLEMENTATION		
	COMMAND-WIDE	PILOT TEST	SUPPLEMENTAL
PRODUCTIVITY (con't)			<ul style="list-style-type: none"> <li>-Group Graphics, pg III-118</li> <li>-Structured Writing, pg III-120</li> <li>-Statistical Quality Control, pg III-123</li> <li>-STAN/EVAL, pg III-126</li> <li>-Contemporary Performance Appraisal, pg III-129</li> </ul>
POTENTIAL		<ul style="list-style-type: none"> <li>-Biofeedback, pg III-134</li> </ul>	<ul style="list-style-type: none"> <li>-Personal Growth and Awareness Training, pg III-137               <ul style="list-style-type: none"> <li>• New Age Thinking, pg, III-139</li> <li>• Psychology of Winning, pg III-141</li> </ul> </li> <li>-Hypnosis (Self-Improvement), pg III-143</li> <li>-Accelerated Learning Programs, pg III-145               <ul style="list-style-type: none"> <li>• Speed Reading, pg III-147</li> <li>• Textual Method pg, III-150</li> </ul> </li> </ul>

DIMENSION OF EXCELLENCE	RECOMMENDED LEVEL OF IMPLEMENTATION		
	COMMAND-WIDE	PILOT TEST	SUPPLEMENTAL
<u>POTENTIAL</u> (con't)			-Accelerated Learning Programs (con't) • Lozanov, pg III-14 • Hemispheric Synchronization pg III-155 • Concentrix, pg III-158 • Pace Rate III-160 -Martial Arts, pg III-162
<u>TOTAL</u>	10 Command-wide	13 Pilot test (4 are already on-going in INSCOM)	12 Supplementals

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## HEMISPHERIC SYNCHRONIZATION

### DESCRIPTION:

- A machine aided process which more closely aligns brain wave activity (frequency/amplitude) in both left and right brain hemispheres.

### AVAILABLE FROM:

- Monroe Institute of Applied Sciences  
Nellysford, VA 22958  
(804) 361-1252

### CHARACTERISTICS:

- An expanded state of mental awareness achieved when the EEG patterns of both left/right brain hemispheres are almost equal in amplitude and frequency, thereby allowing greater utilization of the mind's potential (i.e., allowing the spatial, intuitive, synthesizing functions of the right-brain to be blended with the analytical, verbal and linear functions of the dominant left-brain hemisphere.)
- A different audio frequency is played into each ear through stereo headphones. This creates a tremolo or wavering effect within the mind as the two signals work against each other. This wavering effect or Frequency Following Response (FFR) becomes a third signal which forces both brain hemispheres to coordinate with each other in order to perceive it.

### DESIRED OUTCOMES:

- Creation of synchronicity versus laterality in the mind.
- Deeper states of relaxation than those normally achieved through self-induced states.
- Improvement of both physical and mental functioning.
- Increased creativity.
- Enhanced, rapid learning of languages, analytical constructs, reading skills, and variable information processing.
- Improved retention of learned skills.
- Additional memory capability.
- Increased use of memory patterns.

- Decreased learning decay.
  - Improved problem solving and decision making.
- 

**INSCOM  
APPLICATIONS:**

- Personnel undergoing basic skill qualification training/reinforcement.
  - Personnel undergoing new equipment training (NET) on low density cryptologic systems.
  - Analytical personnel.
  - Personnel in stress management programs.
  - Personnel in formal courses of instruction 5-6 weeks in length.
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**DELIVERY:**

- Requires utilization of stereo cassette players.
  - Individual audio cassette tapes (Concentration, Retain/Recall/Release or FAST TEN tape series) can be utilized as an individual super learning package or unit learning centers.
  - Fast Acquisition Skills Training package, consisting of seven audio cassette tapes. Can be superimposed over a formal training course 5-6 weeks in length.
- 

**COST  
FACTORS:**

- Cost of stereo cassette tape player will vary from \$50.00 to \$90.00.
  - Cost of audio cassette tapes.
    - . Concentration, Retain/Recall/Release: \$11.95 per tape.
    - . Fast Series: Cost unavailable.
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**IMPLEMENTATION:**

- Establish super learning test bed at large INSCOM unit with organic learning center in 1st QTR, FY 84.
  - Evaluate the effectiveness of FAST TEN series in a language training application at either the U.S. Army Russian Institute or the Foreign Language Training Center Europe in 2nd QTR, FY 84.
-

PROONENT:

- DCSOPS Training Division.
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SELECTED  
BIBLIOGRAPHY:

- Oster, Gerald, "Auditory Beats In The Brain",  
Scientific American, VOL 229, October 1973.
  - "High Performance Ten Series," Monroe Institute of  
Applied Science (Brochure).
  - "The Hemi-Sync Process," Monroe Institute of Applied  
Science (Brochure).
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ANNEX B  
CIVILIAN ORGANIZATIONS VISITED

ORGANIZATION	LOCATION
ALLEN CORPORATION OF AMERICA	Alexandria, VA
ASSOCIATION OF RESEARCH AND ENLIGHTENMENT (Edgar Cayce)	Virginia Beach, VA
BABSON COLLEGE	Wellesley, MA
BLESSING-WHITE, INC	Columbia, MD
CENTER FOR LEADERSHIP STUDIES	Escondido, CA
CHRONOBIOLOGY LABORATORIES, UNIVERSITY OF MINNESOTA	San Paul, MN
COCA-COLA COMPANY	Atlanta, GA
CONTINENTAL ILLINOIS BANK	Chicago, IL
CONTROL DATA CORPORATION	Bloomington, MN
DALLAS COWBOYS	Irving, TX
DELTA AIRLINES	Atlanta, GA
DIGITAL EQUIPMENT CORPORATION	Maynard, MA
EASTERN AIRLINES	Atlanta, GA
est/WASHINGTON AREA	Falls Church, VA
EVOLUTIONARY SERVICES INSTITUTE	Bethesda, MA
FORD MOTOR COMPANY	Dearborn, MI
FRITO-LAY, INC.	Irving, TX
GENERAL MOTORS, INC.	Detroit, MI
GEORGE WASHINGTON UNIVERSITY	Washington, DC
HEWLETT-PACKARD	Palo Alto, CA

ANNEX B (CONT)  
CIVILIAN ORGANIZATIONS VISITED

ORGANIZATION	LOCATION
H.H. OWEN AND COMPANY	Arlington, VA
IBM FEDERAL SYSTEMS DIVISION	Bethesda, MD
INFORMATION MAPPING, INC.	Lexington, MA
LANIER CORPORATION	Thomaston, GA
LOZANOV LEARNING INSTITUTE	Silver Spring, MD
MENNINGER FOUNDATION	Topeka, KN
MILITARY FAMILY RESOURCE CENTER	Springfield, VA
MONROE INSTITUTE OF APPLIED SCIENCE	Nellys Ford, VA
NEURO-LINGUISTIC PROGRAMMING	Vienna, VA
OLIVE W. GARVEY CENTER	Topeka, KN
PACIFIC INSTITUTE	Seattle, WA
SIBBET AND ASSOCIATES	San Francisco, CA
SPORTSMIND ASSOCIATES	Seattle, WA
TANDEM CORPORATION	Cupertino, CA
TEXAS INSTRUMENTS	Dallas, TX
TOYOTA, INC.	Torrance, CA
UNIVAC	St Paul, MN
WANG LABORATORIES	Lowell, MA
WESTERN BEHAVIORAL SCIENCE INSTITUTE	La Jolla, CA

# ANNEX D

## HIGH PERFORMANCE TRAINING - FY 83

SUBJECT/ COURSE	LENGTH	LOCATION	SOURCE	INDIVIDUAL COST TUITION/TDY	NUMBER TRAINED	TOTAL COST TUITION/TDY
Excel (Module 1) High Level Performance Training	58 hours, over 2 weekends and 4 evenings	Bethesda, MD	Evolutionary Services Institute 6106 MacArthur Blvd Bethesda, MD 20816 (301) 229-9300	\$450/local travel	1	\$450/30.00
Group Graphics Workshop	3 days	Washington, D.C.	Sibbet & Associates 544 Sixth Ave. San Francisco, CA 94118 (415) 221-0660	\$175/plus TDY of 2 Instructors to Washington, D.C.	15	\$2,625/1,550
Structured Writing Workshop (Management Reports)	2 days	Washington, D.C.	Information Resources, Inc. 1050 Haltham St. Lexington, MA 02173 (617) 861-1730	\$375/plus travel/ per diem of instructor to Washington, D.C.	10	\$3,750/525
Structured Writing Workshop (Manuals, Complex Documents)	5 days	Washington, D.C.	Information Resources, Inc. 1050 Haltham St. Lexington, MA 02173 (617) 861-1730	\$650/plus travel/ per diem of instructor to Washington, D.C.	10	\$6,500/1,400
Work Simplification Seminar	8 days	Ft. Worth, TX	American Airlines Learning Center Ft. Worth, TX 76125 (214) 528-3434 Kersting & Assoc.	\$920/1,370	2	\$1,840/2,740



Peak Performance Seminar	1 day	Washington, D.C.	Peak Performance Center 106 Evergreen Lane Berkley, CA 849-0336	\$4,000/920	Open Session M/S Garrison	\$4,000/920
High Performing Learning Workshop	3 days	Washington, D.C. (20-22 May 1982)	Quest 4933 Auburn Ave Bethesda, MD 20814	\$295/local travel	1	\$295/60
New Age Thinking	6 days	Seattle, WA	Pacific Institute, Inc. 100 W. Harrison Pl. Seattle, WA 98119 (206) 282-9840	\$900/1,600 900/1,800 900/1,800	1 Conus 2 Europe 1 Pacific	\$900/1,600 900/3,600 900/1,800
High Performance I Workshop	5 days		Organizational Effectiveness Center & School Ft. Ord, CA 93941 (AV) 929-7106	None/1,500 Instr. None/600 Students (travel/per diem of two instructors from OECs).	2 OECs	None/3,000 None/3,000
Quality Circle Facilitator	6 days	Cleaver, FL (14-18 March 1983)	Productivity Development Systems (PDS) One Country Side Office Park Suite 112 Clearwater, FL 33514 (813) 779-2808	\$795/880	1	\$795/880
Quality Circle Facilitator	5 days	Washington, D.C. (23-27 May 1983)	International Assoc. of Quality Circles P.O. Box 30636 Midwest City, OK 73140 (405) 737-6450	\$1,800/local travel	1	\$1,800/100

Annual Conference International Association of Quality Circles	6 days	Memphis, TN (4-8 April 1983)	IAGC Conference Headquarters P.O. Box 1000 Dept. 65 Memphis, TN 38148	\$190/1,000	1	\$190/1,000
Japanese Methods for Productivity and Quality	4 days	Washington, D.C. (24-27 May 1982)	Continuing Engi- neering Education George Washington University Washington, D.C. (202) 676-6106	\$795/local travel	1	\$795/80
Creative Problem Solving (Spring- board Program)	7 days	Buffalo, NY (20-25 June 1983)	Creative Education Foundation, Inc State University at Buffalo 1300 Elmwood Ave. Chase Hall Buffalo, NY 14222 (716) 878-6221	\$360/870	1	\$360/870
Creative Problem Solving (Extending Program)	7 days	Buffalo, NY (20-25 June 1983)	Creative Education Foundation, Inc State University at Buffalo 1300 Elmwood Ave. Chase Hall Buffalo, NY 14222 (716) 878-6221	\$360/870	1	\$360/870
Lateral Thinking Workshop for Management	2 days	New York, NY	Edward De Bono School of Thinking 205 E. 78th St. New York, NY 10021 (212) 249-9450	\$95/300	2	\$190/600
Herrmann Brain Dominance Instrument Certification	5 days	Lake Lure, NC	Applied Creative Services, LTD 105 Laurel Dr. Lake Lure, NC 28746 (704) 625-2144/2146	\$1,000/470	1	\$1,000/470

14th Annual Meeting Biofeedback Society of America	7 days	Denver, CO (18-23 March 1983)	Biofeedback Society of America 4301 Owens St. Wheat Ridge, CO 80033	\$315/1,100	2	\$630/22,100
Biofeedback Work- shop	7 days	Topeka, KS	Henniger Foundation Box 829 Topeka, KS 66601 (913) 273-7500 EXT - 5375	\$660/850	5	\$3,300/8,000
Exce I (Module II) High Level Performance Training	58 hrs over 2 week- ends and 4 evenings	Bethesda, MD	Evolutionary Ser- vices Institute 6106 MacArthur Blvd Bethesda, MD 20816 (301) 229-9300	\$450/local travel	1	\$450/75
Habits Control (NLP)	25 days	Bethesda, MD	Evolutionary Ser- vices Institute 6106 MacArthur Blvd Bethesda, MD 20816 (301) 229-9300	\$1,000/local travel	1	\$1,000/250
Habits Control (Hemi-Sync)	4 days	Nellys Ford, VA (26-28 April 1983)	Monroe Institute of Applied Sciences Box 130 Nellys Ford, VA 22958 (804) 361-1252	None/200	3	None/600
NLP/NPI Workshop	3 days	Ft. Belvoir, VA (14-16 March 1983)	Night Vision and Electro Optics Lab Ft. Belvoir, VA 22060 664-5151	None/local travel	3	None/60
Annual Salt Conference	4 days	Ames, Iowa (13-15 August 1983)	Society for Suggestive Accelerative Learning & Teaching 1216 Welch St. Ames, Iowa 50010	\$200/760	1	\$200/760



Lozanov Learning Method - Instructor Training	5 days	Silver Spring, MD	Lozanov Learning Institute 1315 Apple Ave Silver Spring, MD 20910 (202) 882-4000	\$850/local travel	1	\$850/40
Cross-Cultural (Non-Verbal) Communication	6 days	Ft. Walton Beach, FL	USAF Special Operations School Hurlburt Field, FL 32544 (AV) 872-7503	None/810	2	None/1,620
Gateway	8 days	Nellys Ford, VA	Monroe Institute of Applied Sciences Box 130 Nellys Ford, VA 22958 (804) 361-1252	\$850/330	3	\$2,550/990
Productive Interrogation Course	6 days	Vienna, VA	ISH Associates, Inc P.O. Box 6124 Falls Church, VA 22046 (703) 573-3597	\$425/local travel	1	\$425/None
Applied Creative Workshop	7 days	Nellys Ford, VA	Applied Creative Services, LTD 106 Laurel Dr. Lake Lure, NC 28746 (704) 625-2144/2146	\$750/225	1	\$1,500/450
CORT-EX I	5 days (Basic Instructor)	New York, NY	Edward de Bono School of Thinking 205 E. 78th St. New York, NY 10021	\$200/595	2	\$400/1,190
CORT-EX II	21 days (Advanced Consultation)	New York, NY	Edward De Bono School of Thinking 205 E. 78th St. New York, NY 10021	\$1,250/1,900	1	\$1,250/1,900

EST	2 weekends, plus three one night seminars	Major U.S. Cities plus London and Munich	D.C. Area Center 3 Skyline Place Suite 100 5201 Leesburg Pike Falls Church, VA 22041 (703) 998-9236	\$425/local travel	TBD	TBD
Life Spring	Basic - 1 weekend plus three one night seminars	Major U.S. Cities	Life Spring 1101 30th St. N.W. Washington, D.C. (202) 342-9236	\$400/local travel	TBD	TBD
	Advanced - 5 days			\$750/local travel	TBD	TBD